

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the Management of Change (5AMOC)

Portfolio

LO1 Be able to plan for the implementation of change

LO2 Be able to implement a change plan

LO3 Be able to assess the impact of change processes within the organisation

Word Count: 3297

Student Name: Jane Sadler

Student Number: 1806991

CIPD Membership Number: 52080882

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Jane Sadler

Date: 16 December 2019

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CIPD Candidate evidence matrix (EXAMPLE)

(CEM1)

Candidate name: Jane Sadler				CIPD Membership/registration No.: 52080882		
Qualification title: CIPD L5 Diploma in Applied Human Resources				Unique Learner No. (ULN): 1806991		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the Management of Change	1.1	Email from Head of Operations outlining expected increases over Christmas period	EV1		
5AMOC	Contributing to the Management of Change	1.1,1.3	SWOT Analysis for increased packing capacity	EV2		
5AMOC	Contributing to the Management of Change	1.2,2.2	Scope of activities – Stakeholder analysis	EV3		
5AMOC	Contributing to the Management of Change	1.3	Brainstorming notes from meeting looking at impact of increased capacity on resources	EV4		
5AMOC	Contributing to the Management of Change	1.3	Meeting notes re impact of increased capacity on headcount and shift pattern	EV5		
5AMOC	Contributing to the Management of Change	1.4,2.1,2.2	Change plan – including stakeholder analysis, Gantt Chart, Communications Strategy, Support Plan and costing.	EV6		
5AMOC	Contributing to the Management of Change	1.5, 2.2	Email from Finance Director agreeing the implementation of the plan and additional costing. Confirmed clear plan.	EV7		
5AMOC	Contributing to the Management of Change	2.1,2.2,3.2	Email from factory managers outlining initial responses to suggested rosters and feedback showing not in line with Gantt chart	EV8		
5AMOC	Contributing to the Management of Change	2.1	Screenshot of Gov.UK job advert page showing submission date of job advert not in line with Gantt chart	EV9		
5AMOC	Contributing to the Management of Change	2.2	Formal presentation of new shift pattern highlighting the need for and benefits of change	EV10		
5AMOC	Contributing to the Management of Change	2.2	Email to the Packing Managers updating them on the recruitment.	EV11		
5AMOC	Contributing to the Management of Change	2.2	Document outlining external training support – Better communications and feedback.	EV12		
5AMOC	Contributing to the Management of Change	2.2	Guidance to a manager experiencing some resistance to the new shift pattern.	EV13		

5AMOC	Contributing to the Management of Change	2.2	Email to Training supervisor, Accounts Assistant and Payroll Assistant to advise of new starters dates and additional administrative support	EV14		
5AMOC	Contributing to the Management of Change	2.2	Photograph of roster in a display reminding staff of the change in shift	EV15		
5AMOC	Contributing to the Management of Change	2.3	Excerpt from a July presentation on shifts where teams were advised that at Christmas time we would need to amend the shifts due to the capacity.	EV16		
5AMOC	Contributing to the Management of Change	2.3	Email from Head of Operations asking for office staff to cover breaks.	EV17		
5AMOC	Contributing to the Management of Change	2.3	Email asking for Packing data to be sent to Line Leaders so all members of the packing teams could gauge their success.	EV18		
5AMOC	Contributing to the Management of Change	2.3	Email confirming that free food would be provided across the busiest weekends to celebrate success and reward hard work.	EV19		
5AMOC	Contributing to the Management of Change	2.4	Email from Head of Operations confirming our conversation to re-recruit due to staff turnover	EV20		
5AMOC	Contributing to the Management of Change	2.4	Email to Finance Director advising that myself and Head of Operations would like to utilise office staff in packing due to further staff turnover.	EV21		
5AMOC	Contributing to the Management of Change	2.4	Email confirming office staff cover for shifts that are undermanned due to shortfall.	EV22		
5AMOC	Contributing to the Management of Change	2.5	Screenshot of files on Shared Drive	EV23		
5AMOC	Contributing to the Management of Change	2.5	Company GDPR Policy	EV24		
5AMOC	Contributing to the Management of Change	3.1,3.3	Data showing packed/dispatched stock	EV25		
5AMOC	Contributing to the Management of Change	3.1	Email outlining that 20 new starters had been recruited and were ready to start week commencing 18.11.19	EV26		
5AMOC	Contributing to the Management of Change	3.1	Email to recruitment agency advising that we were not going to utilise them for the Christmas period	EV27		
5AMOC	Contributing to the Management of Change	3.1	Data showing turnover and absence of new starters.	EV28		
5AMOC	Contributing to the Management of Change	3.1	Data showing worked average hours against rostered average hours.	EV29		

5AMOC	Contributing to the Management of Change	3.1	Email from Head of Operations stating that they were confident that packing capacity could be maintained and there were no concerns for busiest week.	EV30		
5AMOC	Contributing to the Management of Change	3.2, 2.2	Email from training supervisor advising that some new staff had said that they felt that they were confident after the first week in their new role and that early training of existing staff had been beneficial.	EV31		
5AMOC	Contributing to the Management of Change	3.1,3.2,2.2	Meeting notes from meeting with Senior managers outlining key outcomes and impacts.	EV32		
5AMOC	Contributing to the Management of Change	3.1, 3.2	Email from training supervisor reporting on impact of change and how it was managed	EV33		
5AMOC	Contributing to the Management of Change	3.2	Email from Head of Operations reporting on the impact of change and how it was managed. Also the balance approach I had between people v organisation	EV34		
5AMOC	Contributing to the Management of Change	3.4	Excerpt from PDP outlining development areas in change management	EV35		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:

B. Hale

Date:

17.12.19.

LO1 Be able to plan for the implementation of change processes within an organisation.

1.1 Establish the need, objectives and potential benefits in relation to a specific change requirement

When planning for any change it is critical to understand the need for change and also the current situation (SHRM, 2019) in order to identify objectives and potential benefits or points of resistance. (Geraghty, 2019). We currently supply fresh produce, mainly potatoes, into supermarkets and in July 2019 a new packing plant was commissioned which despite its increased packing capacity does not mitigate the need for staff to carry out certain tasks within the packing process. The efficiencies with the new plant enabled us to move to operating on single day shift between the hours of 7.00am and 3.30pm.

During an average week the packed tonnage is 800 tonnes although during the three weeks up to Christmas our packing requirement is set to increase to an average of 1450 packed tonnes per week. (EV01) As a business we need to ensure that we can satisfy our customer requirements by meeting demand so our objective over the Christmas period is to increase our packing capacity in order to achieve this by amending the shifts patterns and recruiting additional staff.

From a supermarket perspective the successful delivery of good quality produce, supplied on time and to the quantity ordered is key to their success so they rely on suppliers like Puffin Produce to supply goods as ordered. Successful delivery of stock, particularly at Christmas time, benefits Puffin Produce by maintaining the positive relationships with the supermarkets, potentially differentiating us from any suppliers who fail to meet supply and also stands the Company in good stead in future discussions concerning cost and diversification of supply. The benefit to the workforce is that we maintain our current business and are in a good position to bid for future business thus providing long term job security.

As part of the initial planning stages I undertook a SWOT analysis to assist me in identifying what we do well, address areas of weakness, minimise risks in order to strategically plan for change and reduce the business risk. (EV02) (Hall & Rees, 2016)

1.2 Analyse who will be affected by the changes and their potential information and support needs.

(Marris, 2017) identified that people are often central to change and for this reason I carried out a stakeholder analysis to understand who would be affected and how in addition to the levels of information they would require. As up to 70% of change initiatives fail due to employee resistance and poor management support (Ewenstein, et al., 2015) I also outlined what support each stakeholder group would require. (EV03) Had I not done this analysis it would have been easy to assume the change would only affect the packing staff as it was these stakeholders whose shift would change but it became apparent that the impact of the change had further implications and it was important for everyone to understand their role in the change and the impact it would have on them. (Tams, 2018)

1.3 Identify the resources required for the change process and how these will be made available.

According to (ACAS, 2014) it is important to understand what resources will be required in order to create change. From the SWOT analysis (EV02) and also discussions with managers it was clear that in order to meet our objective of increasing our packing capacity in line with customer demand the

major resource required would be additional staff. We carried out a brainstorming session to try to identify any other resources we would need to in order to enable the change (ACAS, 2014). (EV04) This session identified a number of resources such as training, increased uniform and vending machine stock in addition to administrative support at the recruitment stages. During the session the Head of Operations advised that he had reviewed historic data in line with predicted orders and felt that we would need to recruit approximately 20 staff and we considered a couple of different shift options that spanned over a 6 week period. (EV05)

Due to the increased costs associated with the proposed change I put together a breakdown of direct salary costs to the Finance Director in order to gain approval. I suggested that due to the number of factors involved in the change (Hall & Rees, 2016) I would devise a change plan which would include the costing and that the plan would assist in the management and communication of the process.

1.4 Devise a plan, including objectives, actions and timescales for implementing change.

From a business perspective developing a change plan is crucial as evidence suggests that proactive management of change is more effective and less costly than implementing change and dealing with the outcomes. (Wigham, 2008) The plan I developed took into consideration a number of change models such as Kotters 8 stage Change model, the Kubler-Ross Change curve and also guidance given by ACAS (2014). This plan included a Gantt chart, stakeholder map, communications strategy, support plan in addition to the costings breakdown. (EV06)

1.5 Communicate the change plan and gain agreement for its implementation, from decision makers.

Although some research suggests that change is more successful when devised and implemented by middle managers, it is still widely accepted that there is a need for strong support for the change from senior managers to enable success. (Koene, 2017) As such I presented the change plan to the Finance Director in a meeting. Having viewed the plan he agreed that we could go ahead with the planned change including overstaffing for a period of two weeks to enable sufficient training to be undertaken despite the uplift in wage cost. (EV07)

LO2 Be able to implement a change plan.

2.1 Follow the agreed plan to implement change

Having created a plan it was important to deliver the change in line with this is a driver for workforce confidence and trust, (Chamberlain, 2010) however this must be carefully balanced with the need to adopt an agile approach to change should the situation necessitate. (SHRM, 2019) Failure to have this ability to adapt could heighten risks of failure and resistance. (Tams, 2018) Due to nature of change that was being implemented there was little room for movement from the agreed plan, in that we needed to have agreed the shift patterns and employed the additional staff by the middle of November to ensure that it was in place before the busy period. Overall all elements of the plan were delivered according to the Gantt chart (EV06) with the exception of the initial consultation with the wider workforce which was executed earlier than planned (EV08) and also the commencement of recruitment which started later than planned.(EV09) Despite this new starters were employed and inducted at the planned times and the new shift pattern was implemented in the first week of December.

2.2 Provide information and support to stakeholders in line with their identified requirements

ACAS outline that organisations must communicate and consult for change management to be effective. (ACAS, 2014) Through the stakeholder analysis (EV03) and communication plan I was able to ensure that key stakeholders received both the information that they needed and support throughout the implementation phase. The main group that the change impacted was the packing staff, as I anticipated possible resistance due to increased working hours and introduction of a late shift it was agreed that a degree of consultation should be undertaken. Pack Hall managers initially spoke to teams in briefings regarding the possible options and also asked for their feedback and suggestions to establish the final shift. (EV08) From these discussions the shift pattern was agreed and communicated to the team by myself and the Packing Managers via a formal presentation (EV10) outlining the benefits and also risks of not changing the shifts. I also at this stage emphasised the need for two way communication and that any views that could be perceived as negative would not be viewed as resistance, also ensuring that all packing operatives were aware of how the change affected them in a hope that this would reduce any resistance. (Tams, 2018) Packing Managers were involved in many of the planning meetings but I ensured that I kept them up to date on 'background' planning such as recruitment. (EV11) All of the Packing managers had received some external training which touched on effective communication, coaching and feedback (EV12) and as such there was little need to me to provide any additional support during this period, however I did assist a manager who was confronted with resistance from one member of this team. (EV13)

With regard to the training supervisor, office administrator and payroll assistant I provided information relating to the number of new starters, induction dates and uniform requirements in order for them to prepare and outlined that additional administrative support could be provided to assist them. (EV14) Neither the senior managers or Health and Safety Manager needed support in anyway but I ensured that I provided information in line with the stakeholder map. I considered the medium used when providing information as outlined by (Basford & Schaninger, 2016) and varied between email, face to face and also posters depending on the message being delivered and stage in the process eg the initial and final communications regarding shift patterns were all carried out face to face to encourage trust and understanding (Change, 2010) whereas reminders of the shift pattern once established were placed on noticeboards, which also reinforced the reason for change. (EV15). Throughout all of the communications the message was consistent and allowed people understand the reason for change and how it impacted them. (ACAS, 2014) During the process I was also mindful of the emotions of change and by using the Kubler-Ross change curve ensured that there was

increased face to face communications at the beginning of the process and that we explained the benefits. I also followed key elements of the Kotter change model :

Sense of urgency –The change plan (EV06) and staff briefing outlined the risks of not changing. (EV10)

Guiding Coalition – I could have improved this as I didn't appoint change champions although ensured that I had senior and middle management were involved in the process to encourage the change.

Vision and Strategy – The benefits and reason for change were explained to all stakeholders, particularly the packing staff, through various means of communications. (EV08, EV10, EV14, EV15)

Communicate the vision – The vision was communicated relatively frequently ie initial discussions with staff, formal presentation with staff, reminder of shift change with staff and by managers talking to staff about the change. The fact that office staff and senior managers helped in the factory, whilst not ideal, helped to communicate the necessity to ensure that packing capacity was reached. (EV08, EV10, EV15)

Empower employees to act – Removed obstacles= increased staff headcount (EV11) and provided additional training to existing staff.(EV31) Reward – Encouraged daily briefings to include packing figures, (EV18) supply of free food. (EV19) Enabled voice through face to face discussions. (EV08, EV10)

Generate short term wins – Celebrated daily success by reviewing packing figures, (EV18) amended shift patterns to ensure that anyone wanting to go to the staff party could, provided free food at the busiest weekends. (EV19)

Consolidate wins to build momentum – Managers proactively speaking to staff about packing achievements. (EV33)

Institutionalise – As this is a short term change it does not inherently need to be embedded in the long term although each Christmas will bring a requirement for increased capacity so this process will be reviewed as necessary and re-introduced new year.

2.3 Apply techniques for maintaining positive working relationships throughout the change process

Positive relationships are key to a successful change process as are leaders whose behaviour promotes increased levels of trust (Balogon & Hope Hailey, 2014) such as visibility and openness. (ACAS, 2014) In order to ensure that there was visibility and openness myself and the line managers carried out face to face briefings (EV8, EV10) and advised the workforce in early July that we would need to amend shifts at Christmas time. (EV16) I also ensured that during these briefings there was opportunity for packing operatives to participate in the discussions so that they could feel part of the change as this would increase levels of acceptance and positive relationships. (ACAS, 2014) In order to promote further trust and enact change (CIPD, 2018) I asked the Head of Operations to email all office based staff (EV17) who are predominantly management staff to ask them to cover breaks in the factory for the busiest week, this encouraged relational style leadership and helped to break down barriers enabling packing operatives to relate to even senior staff on a more personal level. (Balogon & Hope Hailey, 2014) It also enabled the lines to keep running increasing capacity which embedded the need for the change. Kotter outlines the importance of celebrating success and rewarding employees (Hall & Rees , 2016) and as such I asked the commercial team to send the packing information to all levels of managements within the pack hall so that they could see the packing statistics, they could then brief this information to the teams on a day basis so they could celebrate their successes (EV18). In addition the company arranged for free food from a mobile caterer to visit the site over two weekends

as a way of thanking staff and to celebrate early packing successes to help keep the team focused on the vision. (Gleeson, 2017) (EV19) This show of appreciation and acts as another way of building positive relationships.

2.4 Monitor the effectiveness of the implementation, agreeing and making justified adaptations

SHRM, 2015 advise that flexibility must be adopted in order to make any adaptations caused by internal or external factors which are identified through monitoring and that any further changes should be reviewed prior to implementation. Our change process was perpetually monitored through day to day management by myself and the Operations team rather than at specific checkpoints, ensuring that all necessary resources were in place (EV 28,EV29) and that the change had been accepted by the workforce and packing requirements were being achieved. (EV25) Due to some of the new starters having high levels of absence within their first two weeks I unfortunately had to terminate their contracts. This meant that the initial plan was adapted slightly as I had to undertake further recruit and induct of additional staff to cover the shortfall, this was agreed by the Head of Operations. (EV20) Further staff turnover in mid-December meant more shortages in the packing team on a number of busy shifts impacting on the potential packing capacity but following a discussion between myself and the Head of Operations it was decided that recruiting new staff would not be feasible at this stage. (EV21) We agreed that we would aim to utilise office staff and in order to gain support and drive from a senior manager I asked the Finance Director to email all office staff to ask for volunteers to help fortunately sufficient numbers of staff volunteered their time in order to compensate for the shortage of packing staff. (EV22) As this period tends to be quieter for the office staff the impact on workload was minimal with only those staff who could spare the time volunteering to help pack.

2.5 Maintaining records of the change process in line with organisational requirements

Puffin does not have a formal change management policy or procedure so records related to the change such as the change plan, and feedback were stored on the Shared drive as is usual practise when there is collaborative working on a single project. (EV23) Any information containing personal data was also stored by default in line with the organisational GDPR policy. (EV24)

LO3 Be able to assess the impact of change processes within an organisation.

3.1 Measure the effectiveness of the change process in meeting the required objectives

Progression and success of change should be monitored and reviewed against the original objectives in order to ascertain how effective the change process has been and also to assist in the future development of change plans. (SHRM, 2019) Whilst the busiest week is yet to come the packing quantities have significantly increased and the measure will be made against information currently held.

Implement a shift pattern to enable increased packing capacity

The revised shift pattern has been effective and has enabled us to extend our operational packing time and satisfy the additional capacity having packed the required quantities and satisfied orders. (EV25)

Establish number of additional staff and recruit accordingly

We were able to establish the number of additional staff required in sufficient time to recruit and were able to fully staff the planned rota by week commencing 18 November 2019 as per the plan. (EV26) Whilst I had some concerns in recruiting the amount of staff needed from the local area having interviewed staff we took the decision not to utilise a new recruitment agency of overseas workers due to the additional cost and availability of local recruits. (EV27) In hindsight, this may not have been the best decision as we lost 30% of new starters within the fixed term period with a further 10% displaying high levels of absence. (EV28) This resulted additional recruitment costs and also the cost of more highly paid office staff covering shortfalls in teams. Historically workers from the EU are more reliable and we would possibly not have experienced staff turnover issues had we utilised them.

Communicate change to all stakeholders in a timely manner

By following the communication plan we successfully managed to communicate the changes to all stakeholders in a timely manner. This resulted in a structured approach to implementing the change with all parties understanding why we had to change, what we wanted to achieve and how it would affect them. (ACAS, 2014) A number of stakeholders commented on the level of communication and how it had assisted them in planning for change. (EV31, EV33)

Ultimately from packing data it is evident that we have effectively managed the change as we are successfully packing the increased capacity. On reviewing the average hours worked against average hours rostered it appeared that there was very little difference (EV29) thus the operational team are satisfied that with predictive orders for the busiest week the levels of staffing will be sufficient to satisfy capacity. (EV30)

3.2 Identify further work required to embed changes and/or further developments required

ACAS 2014 identify that businesses are constantly experiencing minor changes and for Puffin this was a relatively minor change for a fixed period time, nevertheless it was still complex in nature, involved people and required a systematic approach to be successful. (SHRM, 2019) Although the change is not required to be embedded on a permanent basis we will experience a similar scenario in future Christmas's so it is important to consider further future developments.

1. Consider use of overseas workers to secure a more reliable workforce although further financial analysis will be required;

2. Change champions were not appointed (ACAS, 2014) and although steps were taken to encourage participation and consultation from packing staff, it was limited. Review this for next Christmas perhaps utilising the employee representatives to increase voice and promote change. Having said this there appeared to be little resistance to the change (EV08) as all staff were aware of the need for change.

3. New staff they felt that they had sufficient time to train prior to the new busiest weeks with some saying that they felt that a week's training could have been sufficient. (EV31) This could be reviewed next year in order to save costs.

3.3 Communicate the key outcomes and the impact of change to stakeholders

As part of trying to establish a more systematic approach to change within the organisation (SHRM, 2019) I asked if I could initially communicate the key outcomes/impacts in the senior management team meeting which was agreed. During the meeting I outlined the key outcomes to date and also the impact of the change on all stakeholders. (EV32) This evidence was sought from statistical data such as packing quantities (EV25) and also qualitative data from a number of stakeholders. (EV31, EV33) A full brief will be completed with other stakeholders in the New Year when the full details of the change can be reviewed.

3.4 Evaluate the effectiveness of your own performance in contributing to the management of change

The CIPD state that HR are often the 'hidden hand' of change supporting senior managers and their teams in a 'back stage' capacity, but emphasising that there could be a conflict of interest between business and employee needs. (CIPD, 2018) On reflection I felt that this was applicable to me throughout the change process, as I worked very much in the background and whilst there was no major conflict of interest between business and employee needs both the Head of Operations and I felt that I had a balanced approach considering the 'people' side of things in addition to the organisational requirements. (EV13, EV33) I believe that this was due in part to my awareness of the Kubler Ross change model. I felt that I supported all stakeholders by providing a structured approach to change through the change plan and also supporting them particularly when circumstances change ie further recruitment and staff shortfalls although could have implemented change champions and a more structured monitoring/review system.

The CIPD profession map holds change as one of the core knowledge areas and having discussed my part in the change with my manager I feel that overall all I am working at predominantly an associate level and that there are some areas that I can improve on to advance me to associate level such as project management skills and gap analysis. I have added these areas to my personal development plan. (EV35)

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Jane Sadler

Subject: FW: Forecast Xmas tonnage - EV1

From: Jane Sadler
Sent: 12 September 2019 09:15
To: Nick [REDACTED]
Subject: Xmas tonnage

That's great, thanks Nick. Yes it would be good to sit down and come up with a plan for Christmas!

Jane

Jane Sadler
 HR Manager

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DOING THE RIGHT THING - CREATING A SUSTAINABLE FUTURE - SUCCEEDING TOGETHER

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From: Nick [REDACTED]
Sent: 12 September 2019 09:09
To: Jane Sadler <Jane@puffinproduce.com>
Subject: Xmas tonnage

Hi Jane,

In answer to your question in the morning meeting the I estimate that our packed tonnage will go from an average of 800 tonnes per week to around 1450 tonnes per week. As per usual this will depend on retailer promotions and as you know we will not find out about them until last minute.

As discussed we will sit down over the next couple of weeks to look at Christmas planning.

Swot Analysis – Increase in Christmas output

Strengths - Established processes and practises - Highly efficient processing machinery - Team of managers with prior experience of Christmas production - Good quality crop - Good team spirit with office teams assisting packing process - Increased focus on engagement initiatives to increase motivation and morale	Weaknesses - Current shift patterns will not accommodate increased packing capacity - Insufficient staff to create addition shift cover - Introduction of new staff with limited knowledge and skills - Recruitment will only need to be for a short period over Christmas. Difficult to recruit reliable local staff. - Increased working hours in order to accommodate capacity could result in increased absence and turnover - First Christmas with the new machinery – potential mechanical problems could impact efficiency and output
Opportunities - Successful supply will strengthen our position with the Supermarkets - Increased packing capacity will enable us to fulfil last minute increase in orders - Increase market share and scope within supermarkets	Threats - Last minute supermarket cost cutting promotions puts strain on capacity, machinery and staff - Disruption with hauliers could result in loads not being delivered on time or tranist packaging not being delivered to site - Lack of tranist packaging – due to stock control shortages - Weather – poor weather could prevent timely delivery to customers

Scope of Activities

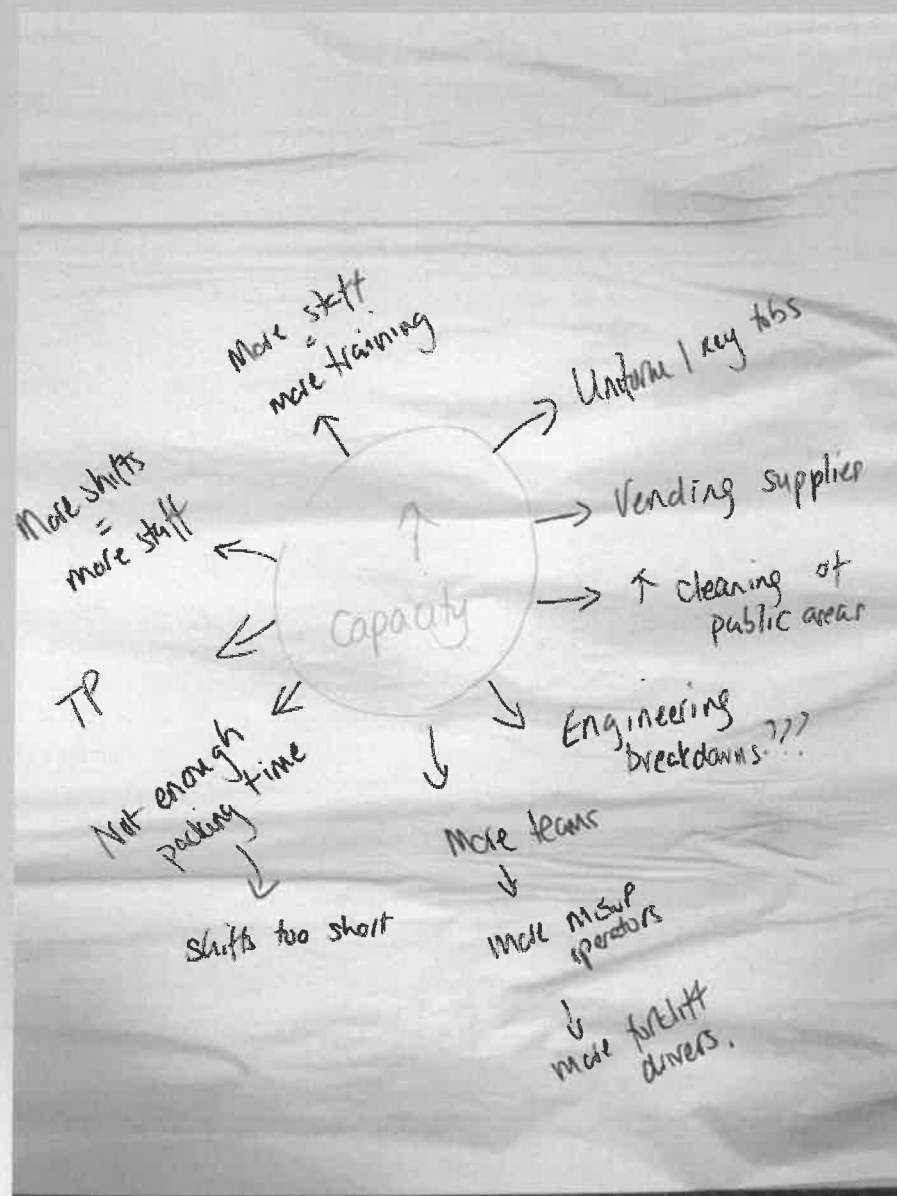
Stakeholder mapping identifying grouping, information required and support. (SHRM, 2019)

Influence	High	Keep Satisfied	Key Players
	Low	Minimal Effort	Keep Informed
		Low	High
		Interest	

Stakeholder	Influence Level	Level of Interest	How effected?	Stakeholder Group and information required	Support needed
Packing staff	Low	High	Existing staff will have a change in shift pattern and team and in some circumstances a change in job role. New recruits will be exposed to a new working environment and role.	<u>Keep Informed</u> - Reason for change - New rota - New teams - New positions	Pastoral support Possible training if undertaking a new position
Pack Hall Managers	High	High	Change in shift pattern. Introduction of new workforce which will dilute knowledge and skills Subject to resistance to change from team	<u>Key Players</u> - Reason for change - New rota - New teams - Progress of change	Pastoral support Training in order to be able to celebrate success, give feedback and manage resistance

Senior Management Team	High	Low	Increased costs may have implications for other projects or cashflow	<u>Keep Satisfied</u> - Financial information - Notification of new shift pattern - Notification of progress/success	None identified
Training Supervisor	Low	High	Increased workload due to inductions for new starters and increased on the job training requirements	<u>Keep Informed</u> - Reason for change - Notification of new shift pattern - Employment of temporary Christmas staff for purposes of induction - Training requirements for existing staff.	Administrative support due to large numbers of new starters.
Health and Safety Manager	Low	Low	Little effect	<u>Minimal effort</u> - Reason for change - Notification of new shift pattern	None identified
Office Administrator	Low	High	Slight increase in workload initially due to increasing uniform orders and processing security tags	<u>Keep Informed</u> - Number of new starters and start dates to order uniform order and security fobs - Increase vending stocks	None identified
Payroll Administrator	Low	High	Increase in workload initially due to processing of new starter payroll information	<u>Keep Informed</u> - Numbers of new starters and start dates in order to process through payroll.	Possible Administrative support with initial paperwork and upload.

				Shift patterns for new starters	
Cleaning team	Low	High	Slight increase in workload – empty canteen bins and check toilets during peak weeks after main cleaners have finished shift.	<u>Keep Informed</u> - Advise of when late shifts will start and when to commence additional duties	None identified



Meeting Minutes – Christmas planning

25 September 2019

Present – Nick Boxall, Jane Sadler, Jarek Wasilewska, Wayne Powell, Jack Hartnell

What do we know?

Capacity will increase, based on historic data from approximately 800 tonnes a week to average of 1450 tonnes over the two busy weeks.

Current packing shift pattern will not accommodate the necessary packing capacity required.

Suggested rotas –

A - Add an afternoon shift and extend shift times to accommodate – in the busiest week limit days off to one. Rostered hours will increase from 40 – approx. 60 per week.

B - Keep hours to approx. 40 per week with two day off per week but add an afternoon shift and night shift to accommodate volume.

Jane suggested that we ask the staff which shift patterns they would prefer to work or if they had any other suggestions as this may help with acceptance of the new shift pattern. This was agreed. She also suggested that if we could accommodate an earlier finish on the night of the party and a slightly later start it would go a long way in increasing staff morale. NB confirmed that this would happen. Party has been confirmed for the 6 Dec.

JW and WP to speak to teams in morning briefings to ascertain their thoughts and feedback to Jane and Nick.

NB suggested that new recruits are employed for 6 weeks which enables two weeks of training before the build up to Christmas begins. All agreed that this would be a good idea but would need to check with the FD for approval.

Staffing requirement

For the more favoured shift A – 20 staff will be required.

JW raised that with the number of new starters it would be good to be able to get them trained up before the really busy weeks otherwise he felt that it would cause more problems due to the sheer numbers of new people. This was agreed and it was suggested that the new shift pattern would come into force on the 2 December and that new starters would have two weeks training prior to this commencing employment WC 18 November. JS to advise GR on induction requirements.

Product

NB advised that the commercial and storage teams had allocated good quality crop for packing over Christmas to ensure smooth running, maximum pack out and reduced grading time.

Internal Training

Due to the increased packing more staff would need to be trained to use the pump trucks with an additional member of staff required to undertake forklift training to assist with transit packaging. JS to speak with GR to arrange training. WP/JW to suggest operatives for pump truck training all agreed Mark F would be forklift trained.

Vending stocks and Uniform

JS to advise CH of requirement for uniform/key fobs ready for wc 18 November. JS will also advise CH to increase supply of vending stock particularly from the 2 – 29 December as at least one later shift will be running. NB to speak to JL re purchase of a fridge to supply additional vending stock.

Cleaning

Additional cleaning of canteen and toilets will be required from 2 – 29 December due to late shifts. NB to speak with PL and BH re additional cleaning in these areas and also to ensure sufficient stock of blue roll, toilet roll and soap ready for new starters.

Admin support

Additional admin support would be provided to GR and NJ during induction and first week in employment due to the high number of new starters within one week. JS to arrange and advise accordingly.

Retailer Promotions

Not aware of promotions as yet although they are expected from at least Tesco, Asda and Aldi. Plans will have to assume that these will happen.

Holidays

Remind all staff that not holiday should be taken between 7 December and 29 December.

NB raised that he would be conducting general Christmas planning meetings up to the end of November in order to track progress and communicate to all operational staff re changes, hotspots etc.

CHRISTMAS 2019 CHANGE PLAN

- Change Plan
- Scope of Activities (Stakeholder map)
- Communication Strategy
- Support Plan
- Direct cost of additional recruitment
- Gantt Chart

Change Plan

Case for Change

Vision	To increase headcount from 18 November to 29 December 2019 and alter the shift pattern within the packing department for a period of four weeks in the run up to Christmas to include a late/evening shift.
Reason for Change (Sense of urgency)	In the three weeks leading up to Christmas we are forecast to pack an average of 1450 tonnes of potatoes per week in comparison to the normal 800 tonnes. Our current shift pattern will not accommodate this increase as there is insufficient packing time. In past years we have simply extended the shifts to accommodate the uplift but as we are now working on a single shift we would not be able to meet capacity and still maintain a safe and legal number of working hours per day. As such we will need to introduce an additional shift which will mean in the first instance that current staff will be required to undertake a rotating shift which will include their current day shift and also a late/evening shift. In addition we will need to recruit 20 additional staff for a fix term period to maintain the required number of staff per shift. Failure to implement these changes will result in the business being unable to satisfy supermarket orders at a key part of the year which could be catastrophically damaging to the business relationship resulting in withdrawal of business. Any withdrawal or reduction in business would have long term financial implications for Puffin and ultimately would result in a reduction in operational headcount due to the reduced output.
Objectives	• To review historic and projected packing data in order to implement a shift pattern that would enable the increase in packing capacity. • To establish the number of additional staff required to man the new shift pattern and recruit accordingly. • To communicate changes to all stakeholders in a timely manner.
Benefits	The successful delivery of good quality produce, supplied on time and to the quantity ordered is key to Supermarket profitability so they rely on Puffin Produce to supply goods as ordered. Successful delivery of stock, particularly at Christmas time, benefits Puffin Produce by maintaining the positive relationships with the supermarkets, potentially differentiating us from any suppliers who fail to meet supply and also stands the Company in good steady in future discussions concerning cost and diversification of supply. The benefit to the workforce is that we maintain our current business and are in a good position to bid for future business thus providing long term job security and a progressive and financially stable Company.

Scope of Activities

Stakeholder mapping identifying grouping, information required and support.

Influence	High	Keep Satisfied	Key Players
	Low	Minimal Effort	Keep Informed
		Low	High
Level of Interest			

Stakeholder	Influence Level	Level of Interest	How effected?	Stakeholder Group and information required	Support needed
Packing staff	Low	High	Existing staff will have a change in shift pattern and team and in some circumstances a change in job role. New recruits will be exposed to a new working environment and role.	<u>Keep Informed</u> - Reason for change - New rota - New teams - New positions	Pastoral support Possible training if undertaking a new position
Pack Hall Managers	High	High	Change in shift pattern. Introduction of new workforce which will dilute knowledge and skills Subject to resistance to change from team	<u>Key Players</u> - Reason for change - New rota - New teams - Progress of change	Pastoral support Coaching in order to be able to celebrate success, give feedback and manage resistance

Senior Management Team	High	Low	Increased costs may have implications for other projects or cashflow	<u>Keep Satisfied</u> - Financial information - Notification of new shift pattern - Notification of progress/success	None identified
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Payroll Administrator	Low	High	Increase in workload initially due to processing of new starter payroll information	<u>Keep Informed</u> - Numbers of new starters and start dates in order to process through payroll. Shift patterns for new starters	Possible Administrative support with initial paperwork and upload.

Communication Strategy

Company Profile	Puffin Produce Ltd is based in West Wales and provides welsh fresh produce to major supermarkets within Wales. Currently employing 162 people the company has invested £7.5m in new packing technology although there is still significant dependence on human capital.
Issue	Christmas volumes for all supermarkets increase which results in an average 55% uplift per week over a period of three weeks. The current shift pattern within the packing area does not allow for the increased capacity so additional packing time will result in a requirement for additional shift capacity due to a limited number of packing lines. This will mean that an additional late/evening shift will be necessary. This in turn will lead to a need for additional staff.
Research	Packing staff have only recently moved to a pure day shift which they were very happy with as it provided more work life balance. We also saw a reduction in the number of people absence as the day shift bedded in. At the time that we moved to a day shift staff were advised that over the Christmas period it was likely that this could not be sustained and that we would need to introduce a later shift. Whilst the staff may resist the change they have been informed of the possibility.
Communications Objectives	- The reason for changing shift times and why it is important for the business and workforce. - What the shift patterns will be and how it will achieve the capacity - To address concerns and provide opportunity for two way communications
Audiences	- Senior Management Team - Pack Hall Managers and other departmental Managers - Pack Hall Line Leaders - Production Operatives - Training supervisor - Office/Payroll Administrator - Health and Safety Manager -HR
Key Messages	Puffin Produce Ltd has successfully delivered Christmas to all of our customers and this is something that we need to achieve again this year.

	The average tonnage packed outside of peak periods is 800 tonnes per week and in the three weeks up to Christmas this is predicted to increase to 1450 average per week. As you are aware we have four packing lines and in order to utilise these and meet the necessary capacity we need to extend the packing time and consequent shift time as this capacity cannot be achieved on the current day shift. As a result and as previously outlined we need to implement additional shifts to operate from 4pm onwards. To enable this we will be recruiting additional staff who will join the team on a temporary basis. Whilst we appreciate that many people preferred working a day shift, the delivery of Christmas is vital for good future relations with our customers which in turn provides job security for all of us. During this busy period you will all have the support of the management team and we will succeed together in delivering the first Christmas from the new facility.
Tactics/Channels	July – Advise that current shift pattern would need to be reviewed to accommodate the Christmas capacity in team briefings. First week of October - High level meeting with senior managers and departmental managers to understand capacity and look at possible options and implications for all departments. First week of November – Team briefings for all staff regarding the implementation of the revised roster encouraging feedback, questions and suggestions to be made on proposals. Mid November – Communication to Senior Management team and departmental Managers on the final agreed shift pattern. Email. Mid November – Issuing of revised rota and teams. Displayed on staff noticeboards, sent by email and issued individually by Line Leaders reinforcing the reason for the change.

	Last week of November – Reminder to packing staff of new shift commencing first week in December – email and also morning briefing. Reinforce the reason for change and thank in advance for hard work. December – Walk the floor and communicate success in team briefings. Feedback should be passed to HR and Head of Operations by email or morning briefings.
Risks	Staff morale could be affected by loss of pure day shift and also with increase in hours Introduction of new staff may dilute knowledge per operational team causing frustration. Delays in communication particularly of final rota as staff members may need to reschedule appointments/childcare plans. The potential knock on effect for the business is that people will be absent. Lack of opportunity for two way communication
Measurement	Staff feedback at team briefings Management feedback at morning meetings Review of packing data/hours worked
Review	Review week on week - capacity v hours worked Through team briefings with staff and walking the floor managers are to report on morale and feedback any issues/positive points raised by staff. Review timing of introduction of new staff – gauge from new starters and line leaders if they were prepared and received adequate training prior to the increase in capacity. Review of levels of communication throughout process.

Support Plan

Type of Support needed?	Provided by whom?	Delivered when?
Pastoral Support	HR, Head of Operations and Packing Managers	At the introduction and initial stages of implementation when denial, anger and depression may be present.
Training	Training supervisor, Packing Managers and existing Packing Operatives	Induction training and initial on the job training for new starters. Packing Managers – Risk assessment training for new starters – First day of working in production Training if changing role – Two weeks prior to change in shift pattern and commencement of new role
Coaching	Head of Operations and HR. External trainer.	Coach and mentor Packing Managers to manage any resistance that could occur particularly at initial stages of implementation and also coaching on providing feedback.
Administrative Support	Accounts team and HR	During induction week the accounts team will assist by carry out some of the tasks usually completed by the Payroll Assistant and HR will assist the Training Supervisor.

Projected cost of additional seasonal staff

	29-Nov	06-Dec	13-Dec	20-Dec	27-Dec	03-Jan
Financial Period	P6	P6	P6	P6	P7	P7
Payroll Year	19/20	19/20	19/20	19/20	19/20	19/20
Payroll Week	Week 34	Week 35	Week 36	Week 37	Week 38	Week 39
Production Gross £	6568	6568	7974	9917	9917	8538
Additional staff	20	20	20	20	20	20
Contracted hours avg.	40	40	47	57	57	50

Total gross cost £	49482
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Key Personnel	Nick Boxall	Gareth Richards
	Jane Sadler	Naomi James
	Jarek Wasilewska	Charlotte Hughes
	Wayne Powell	External trainer

Timeline Planning	Start:		Sep-19						End:						Dec-19		
What	Who	wc 23 Sept	30-Sep	07-Oct	14-Oct	21-Oct	28-Oct	04-Nov	11-Nov	18-Nov	25-Nov	02-Dec	09-Dec	16-Dec	23-Dec	30-Dec	06-Jan
Tasks																	
Establish increased capacity and propose shift pattern	NB/JS/JW/WP																
Establish required number of new starters	NB/JS																
Agree proposed changes with Senior management team	NB/JS																
Communicate change and proposals to wider team	JS/NB																
Period of consideration for team to propose alternative solutions	Wider workforce																
Amend shift/recruitment requirements if necessary	NB/JS/JW/WP																
Communicate final change of shift patterns to all stakeholders	JW/WP																
Commence in house training with existing staff	GR																
External coaching on feedback and engagement	RS (External trainer)																
Commence recruitment for new starters.	JS/NJ																
Interviews for new starters	NB/JS																
Induction for new starters	GR/JS/NJ/CH																
New shift pattern in situ																	
Reward	GR/CH																
Monitor and feedback on change through briefings and walking the floor discussions	NB/JW/WP																
Measure Success by assessing production data, reviewing qualitative data and quantitative data.	NB/JS																
Resource Requirement																	
Additional staff																	
Additional budget																	
Briefing documents and meeting rooms for briefings																	
Additional uniform and entry fobs																	
Administrative assistance																	
Training																	
Increased Vending machine orders																	
Increased cleaning of key points - toilet and canteen																	

Considerations

Change to normal contracted hours - need to brief staff and gain agreement to change

Change to shift pattern may have impact outside work for some staff causing some resistance

Additional financial cost may impact other projects

Perceived 'them and us' status quo between office and operational staff be increased due to increase in operational hours

Jane Sadler

Subject: FW: Proposed change of manpower - Christmas

From: Jon [REDACTED]
Sent: 9 October 2019 20:35
To: Jane Sadler <Jane@puffinproduce.com>
Subject: Proposed change of manpower - Christmas

Hi Jane,

Thanks for talking me through the proposed changes to shift and manpower in preparation for Christmas. It is evident that you have been working with Ops in order to put together a positive plan of action. As discussed I think that this approach certainly has its merits and you appear to have followed a very systematic approach considering the wider business that will be affected by the change.

As you are aware I am always looking to ensure that any project are cost effective however I understand the rationale of bringing staff in prior to the busy weeks and can accept the additional cost as I know that this will provide us with a stronger workforce coming into Christmas. This is not a time of year that we can afford to let our customers down so we must do everything we can to mitigate any risk – I think your plan has certainly helped this.

Many thanks

Jon

Jon Langmead
 Financial Director

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DOING THE RIGHT THING - CREATING A SUSTAINABLE FUTURE - SUCCEEDING TOGETHER

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Jane Sadler

From: Wayne [REDACTED]
Sent: 18 October 2019 10:12
To: Jane Sadler <Jane@puffinproduce.com>
Cc: Jarek [REDACTED] Nick [REDACTED]
[REDACTED]

Hi Jane,

Following our conversations regarding the shift proposals myself and Jarek have discussed both roster options will the team during the morning briefings and have the following feedback.

- Everyone understood why we needed to amend the shifts and had expected this to happen. We did not experience any push against the proposal.
- They were pleased that we had suggested flexing the shifts around the Christmas party to enable the maximum amount of people to attend.
- No-one said that they would prefer nights with everyone saying they would rather do longer shifts than do a pure night shift.
- People asked when they would find out the shifts and if there would be a change to the teams. We advised at this stage that we would be aiming to confirm the final shifts and teams at the beginning of November.
- No-one suggested an alternative plan although we have asked them to have a think about alternative options and come back to us in the next few days.

If there are no suggestions given I suggest that we work on the shift pattern based on option B.

Regards

Wayne

Wayne Powell
Packing Manager

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DOING THE RIGHT THING - CREATING A SUSTAINABLE FUTURE - SUCCEEDING TOGETHER

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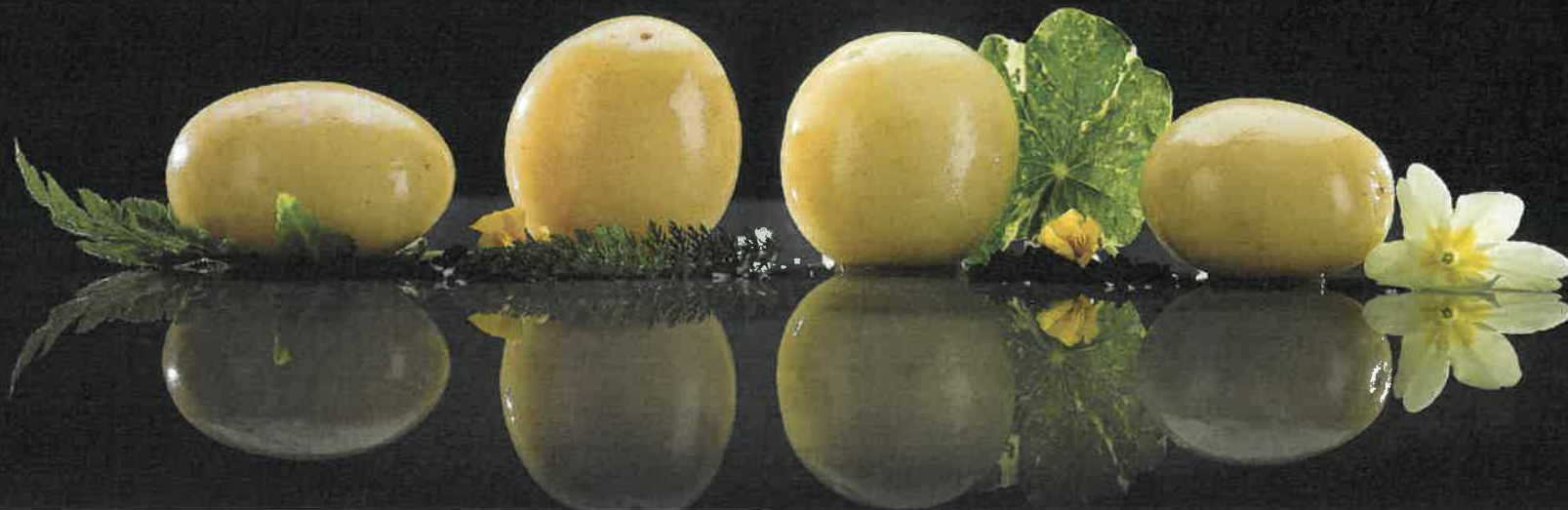
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Advert ID:	3293615
Your reference:	CHRISTMAS2019
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Hours:	Full-time
Location:	Haverfordwest, Pembrokeshire

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Christmas 2019 Factory shift proposal



What we are going to talk about

- Christmas and why it is important
- Proposal
- Any questions?

Christmas

- Christmas is a really important time for Puffin Produce Ltd.
 - We expect the amount of potatoes we will be required to pack at Christmas to increase significantly from a normal week.
 - Currently we are packing about 800T per week.
 - In 2017 we packed 1850T in the biggest week and in 2018 we packed 1760T.
 - We should expect a similar number this year which means we will pack at least double what we are packing now.
 - Our customers, the retailers, make a lot of money at Christmas and we cannot fail them. If we did it would damage our trading relationships which could have a negative financial impact on the company and its employees.
 - We therefore, have to put in place a plan that allows us to pack the additional volume safely and efficiently.
-

The plan

- We will be recruiting up to 20 new starters on short term 6 week contracts to start work in the middle of November.
- These new starters will give us additional capacity to pack the additional volume.
- Jarek and Wayne looked at a couple of shift options that we felt would enable us to satisfy the increased output.
- We spoke with groups of people within the department and the consensus was that they did not want to do a pure night shift and favoured working a six day week on rotation. Based on these discussions we have devised the following shift pattern.
- There will be 7 teams - these will be lead by :-
- Gabor, Tomas, Ben, Sam B, Ricky.
- Sam D will be returning from Engineering for Christmas
- Linas and Paul will be training as new line leaders.

Proposal

- The proposed revised shift pattern would start from Monday 2nd December and would be in place for 3 weeks.
- Two shift patterns, morning shift 07:00-17:00 & late shift 17:00-01:30
- On Friday 6th we will finish at 4pm and start on Saturday 7th at 10am to allow time for colleagues to attend the Christmas Party.
- On week two & three teams will have one day off per week which will mean a maximum of 60 hours per week.
- As last year, we will try to ensure we finish by lunchtime on Christmas Eve with Christmas day off and to finish early on New year's Eve with New Year's Day off.
- Last year the most that we worked for 57 hours per week. If we do not need to work the additional hours we won't.
- We understand that these are long days and weeks but these are required to allow us to pack the volume.

Proposed rota

	Dec-19							
	02-Dec	03-Dec	04-Dec	05-Dec	06-Dec	07-Dec	08-Dec	
Gabor	OFF	07:00-17:00	07:00-17:00	07:00-17:00	07:00-17:00	OFF	OFF	40
Ben	OFF	07:00-17:00	07:00-17:00	17:00-03:30	17:00-03:30	OFF	OFF	40
Sam. B	07:00-17:00	OFF	OFF	07:00-17:00	07:00-17:00	17:00-03:30	17:00-03:30	50
Ricky	17:00-03:30	OFF	OFF	07:00-17:00	07:00-17:00	07:00-17:00	07:00-17:00	50
Tomas. T	07:00-17:00	07:00-17:00	07:00-17:00	OFF	OFF	07:00-17:00	07:00-17:00	50
Linas/Paul .G	07:00-17:00	17:00-03:30	17:00-03:30	OFF	OFF	07:00-17:00	07:00-17:00	50
Sam. D	07:00-17:00	07:00-17:00	07:00-17:00	07:00-17:00	07:00-17:00	OFF	OFF	50
	09-Dec	10-Dec	11-Dec	12-Dec	13-Dec	14-Dec	15-Dec	
Gabor	07:00-17:00	07:00-17:00	17:00-03:30	17:00-03:30	OFF	07:00-17:00	07:00-17:00	60
Ben	07:00-17:00	07:00-17:00	07:00-17:00	17:00-03:30	17:00-03:30	OFF	07:00-17:00	60
Sam. B	OFF	07:00-17:00	07:00-17:00	07:00-17:00	07:00-17:00	17:00-03:30	OFF	52
Ricky	07:00-17:00	OFF	07:00-17:00	07:00-17:00	17:00-03:30	17:00-03:30	OFF	52
Tomas. T	17:00-03:30	17:00-03:30	OFF	07:00-17:00	07:00-17:00	07:00-17:00	17:00-03:30	60
Linas/Paul .G	17:00-03:30	17:00-03:30	17:00-03:30	OFF	07:00-17:00	07:00-17:00	17:00-03:30	60
Sam. D	07:00-17:00	07:00-17:00	07:00-17:00	OFF	07:00-17:00	07:00-17:00	07:00-17:00	60
	16-Dec	17-Dec	18-Dec	19-Dec	20-Dec	21-Dec	22-Dec	
Gabor	17:00-03:30	17:00-03:30	OFF	07:00-17:00	07:00-17:00	07:00-17:00	17:00-03:30	60
Ben	07:00-17:00	17:00-03:30	17:00-03:30	OFF	07:00-17:00	07:00-17:00	17:00-03:30	60
Sam. B	07:00-17:00	07:00-17:00	17:00-03:30	17:00-03:30	OFF	07:00-17:00	07:00-17:00	60
Ricky	07:00-17:00	07:00-17:00	07:00-17:00	17:00-03:30	17:00-03:30	OFF	07:00-17:00	60
Tomas. T	OFF	07:00-17:00	07:00-17:00	07:00-17:00	17:00-03:30	17:00-03:30	OFF	50
Linas/Paul .G	17:00-03:30	OFF	07:00-17:00	07:00-17:00	07:00-17:00	17:00-03:30	OFF	50
Sam. D	07:00-17:00	07:00-17:00	07:00-17:00	OFF	07:00-17:00	07:00-17:00	07:00-17:00	60
	23-Dec	24-Dec	25-Dec	26-Dec	27-Dec	28-Dec	29-Dec	
Gabor	OFF	OFF		07:00-17:00	07:00-17:00	07:00-17:00	07:00-17:00	50
Ben	OFF	OFF		07:00-17:00	07:00-17:00	07:00-17:00	07:00-17:00	50
Sam. B	07:00-17:00	07:00-17:00		OFF	OFF	07:00-17:00	07:00-17:00	50
Ricky	07:00-17:00	07:00-17:00		OFF	OFF	07:00-17:00	07:00-17:00	50
Tomas. T	OFF	OFF		07:00-17:00	07:00-17:00	07:00-17:00	07:00-17:00	50
Linas/Paul .G	OFF	OFF		07:00-17:00	07:00-17:00	07:00-17:00	07:00-17:00	50
Sam. D	07:00-17:00	OFF		OFF	07:00-17:00	07:00-17:00	07:00-17:00	50

16/12/201

Some Thoughts

- I appreciate that this is an increase in hours but be reassured that we will be monitoring them and will not work any unnecessary hours.
- We need your commitment and understanding to make this work and would like your feedback and suggestions if you feel that the presented rota can be improved or amended in anyway.
- We are keen to avoid a night shift for a number of reasons but predominantly because it appears that the majority of your do not want to work through the nights.
- The benefits of satisfying our orders are that we maintain our positive trading relationships with the supermarkets, it makes us stand out from other suppliers who fail to supply during Christmas which puts us in a good situation in future price and product expansion discussions. This in turn helps the company maintain financial stability and sustainability which results in job security for everyone.
- We have given all staff three days off directly over the Christmas period and will also aim to finish early on Christmas Eve and New Years Eve. For the second year running we also plan to shut the operation on New Years day.

What happens now?

- Please take away a copy of the shift pattern.
- Please let one of us know if you have any ideas or concerns, alternatively you can email either myself, Nick or Wayne and Jarek. Our email addresses are on the handout.



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y tir

Any Questions?

Jane Sadler

Subject: FW: Recruitment

From: Jane Sadler

Sent: 02 November 2019 10:25

To: Wayne [REDACTED] Jarek [REDACTED]

Subject: Recruitment

Hi both,

Just to keep you in the loop I have placed an advert for the seasonal positions (slightly later than planned!) but we have already had around 15 applicants which is great for the first few days. I am confident that we will have a good number of CV's to look through from locals and I have also made contact with a recruitment agency who maybe able to supply some guys from Romania although I am waiting to hear back from them. We have space in the caravan for 6 overseas workers so we would still be looking to recruit 9 locally as we already have Marius and Mihai returning in addition to Annas husband.

Regards,

Jane

Jane Sadler
HR Manager

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t: 01437 766716

m: 07713 567246

jane@puffinproduce.com

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Jane Sadler

Subject: FW: Developing Skills Training
Attachments: Delegate list 4 November.docx

From: Jane Sadler
Sent: 29 October 2019 13:55

To:



Subject: Developing Skills Training

Hello all,

Many of you will have attended the training delivered by Richard Strudwick earlier in the year and based on your feedback about what helped you and where you wanted to expand your knowledge we have put together a series of day courses. The first course 'Better Communication' will be running on two days and you have been chosen to attend on Monday 4th November. There is a small amount of preparation work that we would like you to do in advance of the day, the details of which are below:

As the day is about better communication we are looking to do a build on your feedback and coaching skills, this will be particularly relevant in the run up to Christmas with the introduction of new staff and also the changes regarding the shift patterns that could cause some resistance.

Preparation Work

Mandatory - Feedback

Please find attached a list of colleagues who will be attending the course on the same day as you. We would like you to spend some time making notes on your feedback for others in the room. Your feedback should be structured in 'what you notice them doing' and the 'impact that this has'. You can also structure the feedback as 'do more of/do less of' if that is more helpful. Only you will see your notes and any feedback will be given to individuals verbally. Please note that the purpose of this exercise is help you feel more confident in delivering and receiving feedback some of which could be perceived as negative although it does not have to all be negative and we would suggest that it isn't! One example could be: I notice that every day when you get a coffee in the office you stop and chat to your colleagues, this is good as it helps to build relationships although sometimes it is a bit disruptive.

Optional- Work Challenge

Please bring (if you have one) an example of a challenge you have at Puffin, which is driven by communication problems. Your challenge should be a real challenge, you should be able to share the context in 2 minutes. The challenges will be shared confidentially, although you do not need to share any names with the rest of the group.

Optional – Watch video

We will be looking in detail at Transactional Analysis and these videos are a good, entertaining insight into the topic. Please feel free to watch then if you would like:

Video 1 <https://www.youtube.com/watch?v=nKNyFSLJy6o>

Video 2 <https://www.youtube.com/watch?v=YOqJ4sc9TAc>

The training will be held at Newgale Lodge, SA62 6LA and we will be providing lunch and refreshments. **Please can you advise me of any dietary requirements by 2pm on Thursday 31 October.**

Please arrive at the venue to start at 9am and the day will finish by 5pm.

If you have any questions please let me know,

Jane Sadler
HR Manager

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t: 01437 766716
m: 07713 567246
jane@puffinproduce.com
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Jane Sadler

Subject: FW: Question.

From: Jarek [REDACTED]
Sent: 21 November 2019 12:08
To: Jane Sadler <Jane@puffinproduce.com>
Subject: RE: Question

Hi Jane,

I have spoken again with [REDACTED] and understand that at the moment she does not have transport so she is worried that she cannot get home at night because there are no buses and taxi is expensive – she didn't say this before.

I have explained to her about the reason why we need to change shift and she understands this. I have told her that we will look at the teams and try and allocate her to a shift with someone who will be travelling from her town – I am sure that we can do this.

Thank for your help, I think I was getting stressed and talking parent-child which didn't help. It is all ok now.

Jarek

From: Jane Sadler
Sent: 20 November 2019 15:27
To: Jarek [REDACTED]
Subject: RE: Question

Hello Jarek,

Thanks for your email. Just a couple of things to consider which could help.

I have heard from someone else who the person is and I am aware that on occasion she can be quite vocal and is often fairly negative. It is very easy to assume that she is purely resisting and you are dealing with what you perceive to be a negative reaction to the change in shift but if you haven't done so already try not to see this as a negative and explore the reasons why she feels the way she does.

I would suggest that you maybe book a meeting room and you can go through with her the reasons why we need to change, perhaps show her the figures and outline the benefits to the organisation and also her. She has been with the company for a while now and perhaps you could emphasise how important she will be in achieving Christmas as we would like staff like her to be able to help the new starters. Also remind her that whilst we appreciate that people would rather stay on a day shift, the alternative to this shift would be introducing both a late and night shift that we wanted to avoid as the majority of staff did not want this.

If you think about your training last week regarding best ways to communicate perhaps you can utilise some of this?

Happy to discuss in more detail if you would like, otherwise let me know how you get on.

Regards

Jane

Jane Sadler
HR Manager

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From: Jarek Wasilewski

Sent: 20 November 2019 12:08

Jane Sadler <Jane@puffinproduce.com>

Subject: Question.

Hi Jane,

I was wondering if you can help me with a problem that I have. One of my team members has come and said that she is not happy about the changing to late shift, I tried to talk with her but she not listening to what I am saying.

I know you are busy, sorry to ask,

Thanks,

Jarek

Jane Sadler

Subject: FW: Recruitment for Christmas

From: Jane Sadler

Sent: 23 October 2019 10:17

To: Naomi [REDACTED] Gareth [REDACTED] Charlotte

Subject: Recruitment for Christmas.

Hello all,

As you know Christmas is fast approaching and in order to satisfy the Christmas orders we are intending to extend the operational shift time. This means that we need to recruit 20 additional staff who will be starting wc 18 November.

Charlotte – Can you please ensure that we have sufficient uniform in store ready for wc 18 November, we will endeavour to get sizes to you a week before the new starters arrive. In addition to this please can you look to increase the vending machine orders from wc 18 November as will have more staff onsite, also from 2 December we will be running a late shift so you may see a further uptake in vending food.

Naomi – We are inducting people over two days – 18 November and 20 November probably with a 50/50 split . I am aware that you will need to process all of this paperwork and upload details onto Sage by Friday so I have spoken to Martin who has said for that week he and James will do the invoicing for you which should help. Shout if you need any assistance with anything!

Gareth – New starters means induction for you and me! I will send a calendar invite for the two dates and also I am happy to prepare all of the necessary paperwork if you need help with that. Please be aware that we will need some more people trained up in MEWP's (approx. 4) and also 1 person forklift so if you could please speak with Wayne and Jarek to ascertain who they would like to train, as this will be existing staff I would recommend that this is done before the new people start.

If you have any questions please come and have a chat – I appreciate that this will mean an increased workload for you guys but as a Company we all need to pull together to deliver Christmas to our customers!

Thanks in advance,

Jane

Things to consider

- We hope that we don't have to utilise much overtime but we would ask for a degree of flexibility from you. Remember we will only ask you to stay on if we need to in order to get the product out the doors.
- We will look to run a day shift going forward although if we get increased business from customers we may have to review this. We will let you know in good time if this is going to happen.
- We will have to amend the shift pattern for the Christmas period as this current day shift will not allow sufficient packing capacity over our busy period. We will speak to you closer to Christmas about shift patterns but it is likely that we will need to introduce a late shift.



Jane Sadler

From: Jane Sadler
Sent: 15 December 2019 16:25
To: Jane Sadler
Subject: FW: Office Staff Helping at Christmas - EV18

From: Nick Boxall
Sent: 01 December 2019 22:06
To: [REDACTED]

Subject: Office Staff Helping at Christmas

Hello All,

Yes – it's that time of year again, when I (The Grinch) humbly ask you all if you could spare some time to help the factory.

We have put a huge amount of effort into the planning process for Christmas this year profiling expected tonnages, with shift patterns and skill sets and they are ready to rumble. The 2 busiest weeks will be from the 9th December through to the 22nd December. I would be really grateful if you could cover the breaks so that the packing lines do not stop.

Simply, we need 7 office staff to volunteer to cover the breaks from Monday – Friday (Possibly weekend?) for these two weeks. The breaks are from 09:00 a.m. – 09:40 a.m. for first break and between 12:00-13:00 for lunch breaks. You will be required to pack and stack products at the back of the lines.

I will have attached a very basic spreadsheet which I will put on the shared drive @ Q:\Shared\Christmas\2019 for volunteers to put their names to days/ times so that the day planners (Zhaneta/Iveta) know who to expect.

Hopefully the above is self-explanatory but if there are any questions please speak to either myself or Jane

Any help will be gratefully received.

Thanks.

Regards

Nick Boxall
Head of Operations

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Jane Sadler

Subject: FW: Production Statistics Christmas 2019

From: Jane Sadler
 Sent: 13 December 2019 09:23
 To: Jack [REDACTED]
 Subject: Production Statistics Christmas 2019

Hi Jack,

Thanks for the below information – could you please send this out to Line Leaders as well as I think it is really important that they see the results of their labour!

I will ask Wayne and Jarek to speak to them to ensure that this is getting briefed out to the teams as well,

Regards

Jane

Jane Sadler
 HR Manager

dd: 01437 772772
 t: 01437 766716
 m: 07713 567246
 jane@puffinproduce.com
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From: Jack [REDACTED]
Sent: 12 December 2019 23:49
To: All [REDACTED]
Subject: Production Statistics Christmas 2019

Hi all,

Please see the below performance of the operation so far.

Week 42							
	09-Dec	10-Dec	11-Dec	12-Dec	13-Dec	14-Dec	15-Dec
Herbert	191023	189237	150167	107678			
Washline 1	112058	104449	106778	62732			
Washline 2	84078	105221	62840	67410			
Total	196136	209670	169618	130142	0	0	0
Sorting 1	49692	48173	99462	71854			
Sorting 2	102178	53515	72930	41161			
Sorting 3	55876	49127	42975	18299			
Total	207746	150815	215367	131314	0	0	0
Celox	57443	50706	76778	72109			
Packing 1	82732	82900	62447	77792			
Packing 2	49438	48404	43239	40625			
Packing 3	13692	14881	16550	13102			
Packing 4	9447	14072	7222	6129			
Packing 5	9334	4814	6725	5904			
Total	164643	165071	136183	143552	0	0	0
*Figures are in kg and represent work center processed tonnes							
Dispatch Tonnes	84.11	139.69	153.98	145.39			
Dispatch Lorries	8	13	13	13	11		

Kind Regards,

Jack

Jack Hartnell
Process Improvement Manager

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Jane Sadler

Subject: FW: Chip Van -

-----Original Message-----

From: Gareth Richards

Sent: 13 December 2019 15:14

To: productiongroup <productiongroup@puffinproduce.com>; Evaldas Jakubauskas <Evaldas@puffinproduce.com>;

John Addams Williams <John.Addams.Williams@puffinproduce.com>

Cc: Peter Llewellyn <peter@puffinproduce.com>; Jane Sadler <jane@puffinproduce.com>; Jon Langmead

<jon@puffinproduce.com>

Subject: Chip Van

Hello All,

The chip van will be on site over this coming weekend and next weekend, they will serve from 11:15 until 12:30 for the day shift, and again from 20:00 until 21:00 for the evening shift. Could you organise the breaks so that teams of around 15 at time go to the van. If you have the opportunity to pre order then please do so. The choices are Cod bites, sausage, burger or veggie burger with chips. Please remind staff that this will be free and is in recognition of the hard work they have put in so far into ensuring that Christmas is a success.

Regards Gareth

Sent from my iPhone

Jane Sadler

Subject: FW: Additional Staff

From: Nick [REDACTED]
Sent: 30 November 2019 09:09
To: Jane Sadler <Jane@puffinproduce.com>
Subject: Additional staff

Hi Jane,

As discussed lets contact the two people on the reserve list to see if they are still looking for work, failing that you mentioned that you had a couple of other CVs. This will then bring us back to full headcount.

Regards
Nick Boxall
Sent from my iPhone

Jane Sadler

Subject: FW: Additional office support - Xmas -

From: Jon [REDACTED]
Sent: 10 December 2019 18:23
To: Jane Sadler <jane@puffinproduce.com>
Subject: Additional office support – Xmas

Hi Jane,

Yes happy with this approach – makes sense. Let me know when the additional cover is needed and I'll send an email out to everyone.

Thanks,

Jon

Jon Langmead
 Financial Director

dd: 01437 778891
 t: 01437 766735
 m: 07850536079
 jon@puffinproduce.com
 puffinproduce.com | blasty.com



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From: Jane Sadler
Sent: 10 December 2019 16:37
To: Jon [REDACTED]
Subject: Additional office support – Xmas

Hi Jon,

Unfortunately we have had some more of the fixed term contract staff leave and we are now three short against planned headcount. As we are only a week away from our busiest week myself and Nick do not feel that it is feasible to try and recruit staff again for a period of two weeks. As you are aware Nick has already asked for cover for breaks and he has had a positive response, we have discussed that option of office staff covering more significant lengths of time per shift if possible to make up for the shortfall. I am aware that Christmas is somewhat quieter for some of the office staff and was wondering if you could put out a 'call to arms' email to everyone in the office. I will have a chat with Nick and ascertain the days/times where we are short if you are happy with this solution.

Regards

Jane

Jane Sadler
HR Manager

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Jane Sadler

Subject: FW: Christmas help!

From: Jon [REDACTED]

Sent: 13 December 2019 10:10

Subject: Re: Christmas help!

Morning All,

Unfortunately we have lost a number of new starters already which has reduced numbers in the factory for the busiest and most important week of the year!

Any office support is always well received and appreciated by the Ops team at Christmas, so anytime you can spare next week they will be very grateful for. I am aware that some of you're already covering breaks but if you can confirm if you are available to work in the factory for a longer period of time I would really appreciate your help.

We are currently short on the day shift on Thursday 19th, Friday 20th, Sunday 21st and Monday 22nd (7am – 5pm)?

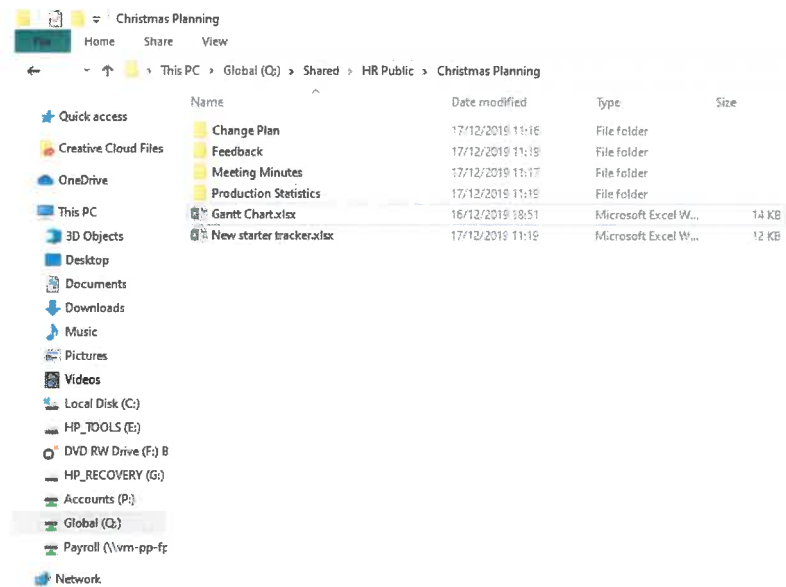
I need to go back to Nick and his team on asap. I'm planning to do all day Thursday, Friday and Sunday.

Thanks

Jon

Sent from my iPhone

EV23





Employee and Worker Privacy Policy

Puffin Produce Ltd is committed to protecting the privacy and security of your personal information.

This privacy notice describes how we collect and use personal information about you during and after your working relationship with us, in accordance with the General Data Protection Regulation (GDPR). It applies to all employees and workers.

Puffin Produce Ltd is a "data controller". This means that we are responsible for deciding how we hold and use personal information about you. We are required under data protection legislation to notify you of the information contained in this privacy notice.

This notice applies to current and former employees and workers. This notice does not form part of any contract of employment or other contract to provide services. We may update this notice at any time.

It is important that you read this notice, together with any other privacy notice we may provide on specific occasions when we are collecting or processing personal information about you, so that you are aware of how and why we are using such information.

Data Protection Principles

We will comply with data protection law and principles, which means that your data will be:

- Used lawfully, fairly and in a transparent way.
- Collected only for valid purposes that we have clearly explained to you and not used in any way that is incompatible with those purposes.
- Relevant to the purposes we have told you about and limited only to those purposes.
- Accurate and kept up to date.
- Kept only as long as necessary for the purposes we have told you about.
- Kept securely.

The kind of information we hold about you

Personal data, or personal information, means any information about an individual from which that person can be identified. It does not include data where the identity has been removed (anonymous data).

There are "special categories" of more sensitive personal data which require a higher level of protection.

We will collect, store, and use the following categories of personal information about you

- Personal contact details such as name, title, addresses, telephone numbers, and personal email addresses.
- Date of birth
- Gender
- Marital status
- Next of kin and emergency contact details
- National Insurance numbers
- Bank account details, payroll records and tax status
- Salary, annual leave, pension and benefits information
- Start and leave dates
- Location of employment
- Copy of driving licence
- Recruitment information including copies of right to work documentation, references and other information including CV or cover letter as part of the application process.
- Employment records (including job titles, work history, working hours, training records and certificates and professional membership
- Compensation history
- Performance, Disciplinary and grievance information
- CCTV footage
- Information about your use of our information and communications systems
- Photographs

We may also collect, store and use the following "special categories" of more sensitive personal information:

- Trade union membership
- Biometric data
- Information about your health, including any medical condition, health and sickness records
- Data relating to your religious beliefs, information about your race or ethnicity, sexual orientation and political opinions

Situations in which we will use your personal information

We need all the categories of information in the list above primarily to allow us to perform our contract with you and to enable us to comply with legal obligations. In some cases we may use your personal information to pursue legitimate interests of our own or those of third parties, provided your interests and fundamental rights do not override those interests. The situations in which we will process your personal information are listed below.

- Making a decision about your recruitment or appointment.
- Determining the terms on which you work for us.
- Checking you are legally entitled to work in the UK.
- Paying you and, if you are an employee, deducting tax and National Insurance contributions.
- Providing the following benefits to you: bonus, company car, healthcare, travel allowance
- Liaising with your pension provider.

- Administering the contract we have entered into with you.
- Business management and planning, including accounting and auditing.
- Conducting performance reviews, managing performance and determining performance requirements.
- Making decisions about salary reviews and compensation.
- Assessing qualifications for a particular job or task, including decisions about promotions.
- Gathering evidence for possible grievance or disciplinary hearings.
- Making decisions about your continued employment or engagement.
- Making arrangements for the termination of our working relationship.
- Education, training and development requirements.
- Dealing with legal disputes involving you, or other employees, workers and contractors, including accidents at work.
- Ascertaining your fitness to work.
- Managing sickness absence.
- Complying with health and safety obligations.
- To prevent fraud.
- To monitor your use of our information and communication systems to ensure compliance with our IT policies.
- To ensure network and information security, including preventing unauthorised access to our computer and electronic communications systems and preventing malicious software distribution.
- To conduct data analytics studies to review and better understand employee retention and attrition rates.
- Equal opportunities.

Some of the above grounds for processing will overlap and there may be several grounds which justify our use of your personal information.

If you fail to provide personal information

If you fail to provide certain information when requested, we may not be able to perform the contract we have entered into with you (such as paying you or providing a benefit), or we may be prevented from complying with our legal obligations (such as to ensure the health and safety of our workers).

Change of purpose

We will only use your personal information for the purposes for which we collected it, unless we reasonably consider that we need to use it for another reason and that reason is compatible with the original purpose. If we need to use your personal information for an unrelated purpose, we will notify you and we will explain the legal basis which allows us to do so.

Please note that we may process your personal information without your knowledge or consent, in compliance with the above rules, where this is required or permitted by law.

How we use particularly sensitive personal information

Our obligations as an employer:

We will use your particularly sensitive personal information in the following ways:

- We will use information relating to leaves of absence, which may include sickness absence or family related leaves, to comply with employment and other laws or to provide evidence to

insurance companies in relation to any claims. Please refer to the section below regarding the sharing information with third parties to see how this will operate.

- We will use information about your physical or mental health, or disability status, to ensure your health and safety in the workplace and to assess your fitness to work, to provide appropriate workplace adjustments, to monitor and manage sickness absence and to administer benefits or to provide evidence to insurance companies in relation to any claims. Please refer to the section below regarding the sharing of information with third parties to see how this will operate.
- We will use information about your race or national or ethnic origin, religious, philosophical or moral beliefs, or your sexual life or sexual orientation, to ensure meaningful equal opportunity monitoring and reporting.

Do we need your consent?

We do not need your consent if we use special categories of your personal information in accordance with our written policy to carry out our legal obligations or exercise specific rights in the field of employment law. In limited circumstances, we may approach you for your written consent to allow us to process certain particularly sensitive data. If we do so, we will provide you with full details of the information that we would like and the reason we need it, so that you can carefully consider whether you wish to consent. You should be aware that it is not a condition of your contract with us that you agree to any request for consent from us.

Information about criminal convictions

We do not envisage that we will hold information about criminal convictions.

Data sharing

Why might you share my personal information with third parties?

We will share your personal information with third parties where required by law, where it is necessary to administer the working relationship with you or where we have another legitimate interest in doing so.

Which third-party service providers process my personal information?

- Service providers acting as processors who provide IT and system administration services.
- Professional advisers acting as processors or joint controllers including lawyers, bankers, auditors and insurers who provide consultancy, banking, legal, ethical, insurance and accounting services.
- HM Revenue & Customs, regulators and other authorities acting as processors or joint controllers who require reporting of processing activities in certain circumstances.
- Designated pension providers operating the Company pension schemes
- Marketing providers such as SurveyMonkey and MailChimp where those providers have an unsubscribe option.

The following activities are carried out by third-party service providers: pension administration, company credit cards, vehicle insurance, benefits provision and administration, IT services. For information relating to who our third party providers are please contact the HR Manager.

How secure is my information with third-party service providers?

All our third-party service providers are required to take appropriate security measures to protect your personal information in line with our policies. We do not allow our third-party service providers to use your personal data for their own purposes. We only permit them to process your personal data for specified purposes and in accordance with our instructions.

What about other third parties?

We may share your personal information with other third parties, for example in the context of the possible sale or restructuring of the business. We may also need to share your personal information with a regulator or to otherwise comply with the law.

Transferring information outside the EU

We do not transfer any information about you outside of the EU. If this ceases to be the case then we will make you aware of this as soon as is practically possible. We are required to keep all of your personal data and sensitive personal data secure and will take appropriate security measures to protect your information. Personal data kept in hard copy format will be kept in a secure cabinet and any electronic data will be kept on secure servers' onsite and within the UK.

Data security

We have put in place appropriate security measures to prevent your personal information from being accidentally lost, used or accessed in an unauthorised way, altered or disclosed. In addition, we limit access to your personal information to those employees, agents, contractors and other third parties who have a business need to know. They will only process your personal information on our instructions and they are subject to a duty of confidentiality. We have put in place procedures to deal with any suspected data security breach and will notify you and any applicable regulator of a suspected breach where we are legally required to do so.

Data retention

How long will you use my information for?

We will only retain your personal information for as long as necessary to fulfil the purposes we collected it for, including for the purposes of satisfying any legal, accounting, or reporting requirements. To determine the appropriate retention period for personal data, we consider the amount, nature, and sensitivity of the personal data, the potential risk of harm from unauthorised use or disclosure of your personal data, the purposes for which we process your personal data and whether we can achieve those purposes through other means, and the applicable legal requirements.

In some circumstances we may anonymise your personal information so that it can no longer be associated with you, in which case we may use such information without further notice to you. Once you are no longer an employee, worker or contractor of the company we will retain and securely destroy your personal information in accordance with applicable laws and regulations.

Rights of access, correction, erasure, and restriction

Your duty to inform us of changes

It is important that the personal information we hold about you is accurate and current. Please keep us informed if your personal information changes during your working relationship with us.

Your rights in connection with personal information

Under certain circumstances, by law you have the right to:

- Request access to your personal information (commonly known as a "data subject access request"). This enables you to receive a copy of the personal information we hold about you and to check that we are lawfully processing it.
- Request correction of the personal information that we hold about you. This enables you to have any incomplete or inaccurate information we hold about you corrected.
- Request erasure of your personal information. This enables you to ask us to delete or remove personal information where there is no good reason for us continuing to process it. You also have the right to ask us to delete or remove your personal information where you have exercised your right to object to processing.
- Object to processing of your personal information where we are relying on a legitimate interest (or those of a third party) and there is something about your particular situation which makes you want to object to processing on this ground. You also have the right to object where we are processing your personal information for direct marketing purposes.
- Request the restriction of processing of your personal information. This enables you to ask us to suspend the processing of personal information about you, for example if you want us to establish its accuracy or the reason for processing it.
- Request the transfer of your personal information to another party.

If you want to review, verify, correct or request erasure of your personal information, object to the processing of your personal data, or request that we transfer a copy of your personal information to another party, please contact the HR Manager in writing.

No fee usually required

You will not have to pay a fee to access your personal information (or to exercise any of the other rights). However, we may charge a reasonable fee if your request for access is clearly unfounded or excessive. Alternatively, we may refuse to comply with the request in such circumstances.

What we may need from you

We may need to request specific information from you to help us confirm your identity and ensure your right to access the information (or to exercise any of your other rights). This is another appropriate security measure to ensure that personal information is not disclosed to any person who has no right to receive it.

Right to withdraw consent

In the limited circumstances where you may have provided your consent to the collection, processing and transfer of your personal information for a specific purpose, you have the right to withdraw your consent for that specific processing at any time. To withdraw your consent, please contact the HR Manager. Once we have received notification that you have withdrawn your consent, we will no longer process your information for the purpose or purposes you originally agreed to, unless we have another legitimate basis for doing so in law.

Data privacy queries?

The HR Manager will oversee compliance with this privacy notice. You have the right to make a complaint at any time to the Information Commissioner's Office (ICO), the UK supervisory authority for data protection issues.

Changes to this privacy notice

We reserve the right to update this privacy notice at any time, and we will provide you with a new privacy notice when we make any substantial updates. We may also notify you in other ways from time to time about the processing of your personal information.

If you have any questions about this privacy notice, please contact the HR Manager, Puffin Produce Ltd, Withybush, Haverfordwest, Pembrokeshire. SA62 4BS

I, _____ (employee name), acknowledge I have received a copy of Puffin Produce Ltd Employees and Worker Privacy Policy and that I have read and understood it,

Signature

Date

Jane Sadler

Subject:

FW: Christmas Production Statistics 2019

From: Jack Hartnell

Sent: 17 December 2019 06:47

To: all <all@puffinproduce.com>

Subject: Christmas Production Statistics 2019

Hi all,

Please see below updated production statistics. To date we have been able to pack ahead to satisfy some of the larger orders anticipated this week. All orders met to date – no issues.

	Week 42							Week 43			
	09-Dec	10-Dec	11-Dec	12-Dec	13-Dec	14-Dec	15-Dec	16-Dec	17-Dec	18-Dec	19-Dec
Herbert	191023	189237	150167	107678	124206	0	134152	114842			
Washline 1	112058	104449	106778	62732	110665	97625	62399	99335			
Washline 2	84078	105221	62840	67410	97625	85825	44776	94787			
Total	196136	209670	169618	130142	208290	183450	107175	194122	0	0	0
Sorting 1	49692	48173	99462	71854	102493	130450	23458	54404			
Sorting 2	102178	53515	72930	41161	41653	94580	36866	52576			
Sorting 3	55876	49127	42975	18299	18229	1557	11711	48905			
Total	207746	150815	215367	131314	162375	226587	72035	155885	0	0	0
Celox	57443	50706	76778	72109	74931	57963	41059	86479			
Packing 1	82732	82900	62447	77792	88445	73115	86872	91956			
Packing 2	49438	48404	43239	40625	29302	18669	23736	57582			
Packing 3	13692	14881	16550	13102	13453	7601	11725	15560			
Packing 4	9447	14072	7222	6129	25155	25287	5366	23928			
Packing 5	9334	4814	6725	5904	5097	13390	5561	4859			
Total	164643	165071	136183	143552	161452	138062	133260	193885	0	0	0

*Figures are in kg and represent work center processed tonnes

Dispatch Tonnes	84.11	139.69	153.98	145.39	129.43	134.34	132.92	125.48			
Dispatch Lorries	8	13	13	13	11	11	11	10			

Kind Regards,

Jack

Jack Hartnell

Process Improvement Manager

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t.01437766755

m.09220091676

jack@puffinproduce.com

puffinproduce.com | blasty.co.uk



Puffin Produce Ltd, Woodlands Site, Withybush Ind Est., Haverfordwest, Pembrokeshire, SA62 4BS

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Jane Sadler

Subject: FW: New starters

From: Jane Sadler

Sent: 12 November 2019 08:02

To: Nick [redacted]; Jarek [redacted]; Wayne Powell [redacted]

Subject: New starters

Hi all,

Just to confirm that we have now recruited 20 staff who will be inducted on the 18th and 20th November. Please can you assign them to teams and forward a copy of their roster to me so that I can issue this at induction.

Surname	Forename	Start Date
[redacted]	Matthew	18/11/2019
[redacted]	Daniel John	18/11/2019
[redacted]	Kye	18/11/2019
[redacted]	Loren	18/11/2019
[redacted]	Simon Mark	18/11/2019
[redacted]	April	18/11/2019
[redacted]	Sean	18/11/2019
[redacted]	Joshua	18/11/2019
[redacted]	Jake	18/11/2019
[redacted]	Connor	18/11/2019
[redacted]	Michael	18/11/2019
[redacted]	Lucy	18/11/2019
[redacted]	Zanna	20/11/2019
[redacted]	Jordan	20/11/2019
[redacted]	Graeme	20/11/2019
[redacted]	Kelsey-Marie	20/11/2019
[redacted]	Nayden	20/11/2019
[redacted]	Nigel	20/11/2019
[redacted]	Marius	20/11/2019
[redacted]	Mihai	20/11/2019

Regards

Jane

Jane Sadler

Subject:

FW: RE worker supply Christmas 2019

From: Jane Sadler

Sent: 07 November 2019 13:23

To: 'James' [REDACTED]

Subject: RE: RE worker supply Christmas 2019

Hello James,

Thank you for getting back to me, I have tried to call but I guess at this time of year you are busy. Having carried out interviews over the past three days I am confident that we can fill our vacancies with local staff and as such we won't be needing to utilise the workers that you have kindly offered.

I appreciate the effort that you have put in so far and I am very happy to consider working with you in the future, hopefully next time it will be less last minute giving sufficient time for audits etc.

I hope that your placement activities run smoothly,

Regards

Jane

Jane Sadler
HR Manager

dd: 01437 772772

t: 01437 766716

m: 07713 567246

jane@puffinproduce.com

puffinproduce.com | blasytir.com



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From: James [REDACTED]
Sent: 05 November 2019 13:03
To: Jane Sadler <Jane@puffinproduce.com>
Subject: RE worker supply Christmas 2019

Dear Jane,

Sorry for the delay in getting this to you, we have been waiting for confirmation from the transport company. We are pleased to confirm we are able to supply 6 staff for the period you outlined – they would need to arrive on the 15th November with the Capestone workers.

Our hourly charge rates for this project are below, I have assumed NLW but if you wish us to pay more or if there are overtime rates or any other variances please let me know and I'll send a full rate card.

Charge rate 2019 - Operatives

Pay - £8.21

Charge - £11.50

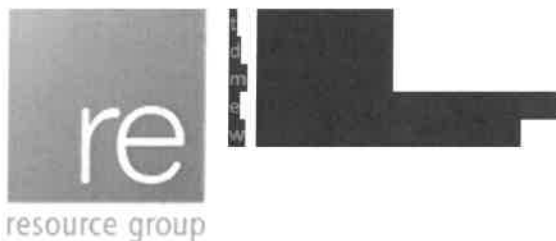
This is based on a 55 hour average working week which I think is broadly accurate base on our conversation although appreciate this is hard to predict.

If you would like to go ahead and book these workers, please let me know and I'll send full Terms and put everything in place. One thing we would need to do asap is visit site, ideally with our compliance manager, to complete necessary accommodation audit.

If you have any queries please let me know.

James

James [REDACTED]
Group Managing Director
RE Resource Group



Manor Park Place
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New Starter tracker

Ref	Surname	Forename	Start Date	Leave Date
615	April	April	18/11/2019	
620	Daniel John	Daniel John	18/11/2019	
619	Kye	Kye	18/11/2019	06/12/2019
618	Loren	Loren	18/11/2019	28/11/2019
616	Kelsey-Marie	Kelsey-Marie	18/11/2019	12/12/2019
605	Sean	Sean	18/11/2019	
614	Matthew	Matthew	18/11/2019	
613	Joshua	Joshua	18/11/2019	
612	Jake	Jake	18/11/2019	04/12/2019
611	Connor	Connor	18/11/2019	28/11/2019
610	Michael	Michael	18/11/2019	
609	Lucy	Lucy	18/11/2019	
608	Zanna	Zanna	20/11/2019	
607	Jordan	Jordan	20/11/2019	
606	Graeme	Graeme	20/11/2019	
617	Simon Mark	Simon Mark	20/11/2019	
621	Nayden	Nayden	20/11/2019	
622	Marius	Marius	20/11/2019	
623	Mihai	Mihai	20/11/2019	
624	Nigel	Nigel	20/11/2019	01/12/2019
626	Marc	Marc	02/12/2019	
625	James	James	03/12/2019	

	18-Nov	25-Nov	02-Dec	09-Dec	16-Dec	23-Dec
No starters	20	20	18	18	17	
Leavers	0	3	2	1	0	
Replacements	0	0	2	0	0	
Total	20	17	18	17	17	0

* Employees highlighted in red have 5 days or more absence since commencement of employment

Excerpt from hours tracker

	Av. actual hours v rostered hours					
	Packing Hall					
	18-Nov	25-Nov	02-Dec	09-Dec	16-Dec	23-Dec
Actual av	38	38	46	55		
Rostered av	40	40	47	57	57	50
Diff +/-	-2	-2	-1	-2	-57	-50

Jane Sadler

From: Nick [REDACTED]
Sent: 16 December 2019 16:37
To: Jon [REDACTED]
Cc: Jane Sadler<jane@puffinproduce.com>
Subject: New week

Hi Jon,

Just an email to thank you Jon for your efforts in getting some office staff to help cover shifts over the next week. It is really appreciated and many of the packing staff have commented on the help that has been offered to make sure that we smash Christmas!

Looking at the projected figures and having spoken to Jane who advises that we have no further staff losses and don't anticipate anyone leaving before Christmas, I think we are in a positive place and have no concerns for the coming week. We have managed to pack ahead on Tesco Whites and some of the other big lines so again this will help with packing and supply next week.

Regards

Nick Boxall
Head of Operations

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nick.boxall@puffinproduce.com
puffinproduce.com | blasytir.com



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Jane Sadler

From: Gareth [REDACTED]
Sent: 6 December 2019 14:10
To: Jane Sadler <Jane@puffinproduce.com>
Subject: Christmas Training

Hello Jane,

I have been talking to a number of the new starters over the past few days along with existing staff and they all seem to be pretty settled into their positions and there is a real buzz in the factory. During my discussions I asked them how they felt about their induction and training and on the whole I received very positive responses. Most people said that they felt that they picked up the role within a few days and felt it was relatively straight forward, so looking forward to next year, if we do the same again, I am wondering if we need to have the two week lead time for training – perhaps a week would be sufficient. One to discuss after Christmas with the packing managers.

From a personal perspective, I thought that we were much more organised than usual and I had time to plan in the additional training and also the inductions. Although we always get the job done it was nice not to be so reactive, also everyone seemed to be singing off the same hymn sheet which was good.

I think that the Gantt chart that you put together helped people focus and also personally gave me specific timelines to work to which is good for me.

On a different note, can we sit down and go through the skills development training programme as I have some ideas for future workshops.

Regards

Jane

Gareth Richards
 Training Supervisor

t: 01437 766716
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 g.rich@puffinproduce.com
 puffinproduce.com | blas-ytir.com



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Meeting notes – Senior Management shift change review

Key Outcomes

Proposed two shifts to staff – feedback from team prompted out choice of shift ie increased hours per shift v addition of a night shift as well as late shift. Shift pattern to start on 2 December – Achieved.

Planned to recruit 20 staff to commence work wc 18 November – Achieved. Note: 30% turnover rate of local staff so left with -3 on original numbers and necessity to utilise office staff. Review use of overseas agency for next year.

To date all orders have been achieved, planned daily pack out achieved and we are in a good position to deliver Christmas despite being slightly down on numbers.

Maintained positive levels of communication throughout the process by means of face to face briefings, email and posters depending on stage in process.

Managers proactively spoke to teams about the choice of shift and we briefed out final shift pattern highlighting the benefits of changing the shift to the organisation and individual.

From a cost perspective we could look at training for one week next year based on some feedback. The shift patterns feel right for the capacity as there is very little variance between average worked hours and average rostered hours. May need review next year dependant on business situation.

Impact

From the stakeholder analysis it was easy to see who was impacted by the change – some key points:

Packing staff – Aware since July of necessity to change shift, given the opportunity to participate in choice of shift, communicated shift and reason for change may have helped to mitigate levels of resistance as very little was displayed. Line Managers reported that people appeared happy with the roles with the Training supervisor saying that there was a buzz in the factory. Offering of the free food for the two busy weekends had a positive impact on the team as did office staff offering to assist with covering breaks.

Pack Hall Manager – Involved in planning process, given additional training to assist with communication, coaching and feedback. Ensured that they engaged with staff during the implementation of the change to ascertain how successful the change had been. Managers also ensured that they feedback the packing successes each day to the packing staff and celebrated a good days work!. Feedback from them was it felt like a more organised and unified approach.

Training supervisor, Payroll assistant – Additional admin support provided lessened the impact of the new recruits. Training supervisor stated that the more structured approach was helpful for him to plan his time.

Jane Sadler

From: Nick [REDACTED]
Sent: 16 December 2019 18:35
To: Jane Sadler <Jane@puffinproduce.com>;
Subject: Re: Feedback on Christmas shift implementation

Hi Jane,

No problem overall it has gone well so far, we are where we need to be with regard to packing and supply which was the whole reason for changing the shift pattern and I don't see this changing.

What went well

Staff involvement and levels of communication helped to get people on-board initially, I have heard very little negativity around the change of shift which is positive. Outlining the reasons for change at the onset and being honest about the reality I think helped.

Final shift pattern is working well and from the information you have provided the hours worked seem to be in line with those rostered

Provision of free food – went down well with all staff

Increased communication around packing requirements and also packing achievements helped to gel teams and seemed to spur them on

A written plan of action accessible to all created a collaborative approach which helped things go smoothly

Input of help from office staff was received well

New and existing staff were well trained prior to busy period

What didn't go so well

Level of turnover amongst the new starters causing a level of dependence on office staff on a couple of days and the need to re-recruit

Overall all I think that the process was managed well by all involved. I am aware that there was a more structured and formal approach than normal, however I think that there is some merit in persisting with this approach particularly with more complex bigger changes going forward. The work that you did particularly looking at the extent of those affected, how we communicate with them and the timed plan needs to be shared with the whole of the senior management team to try and embed this for future use.

Thanks for you input and continued help,

Regards

Nick Boxall

Sent from my iPhone

From: Jane Sadler <Jane@puffinproduce.com>
Sent: 16 December 2019 15:24
To: Nick Boxall <nick.boxall@puffinproduce.com>
Subject: Feedback on Christmas shift implementation

Hi Nick,

Now that we are coming into week three of the new Christmas shift pattern I was wondering if you could give me some thoughts on how you thought the implementation went? It would be useful to record any feedback as I am sure that we will be doing a similar exercise next year!

Thanks,

Jane

<image001.png>

Excerpt from PDP

What do I want/need to learn?	What will I do to achieve this?	What resources or support will I need?	What will my success criteria be?	Target dates for review and completion
Core Knowledge – Change To enhance my skills in order to undertake more effective change management]	Attend a PRINCE2 course Read literature which outlines best practise Increase knowledge on how to implement change models	Access to a PRINCE2 training course Access to CIPD and other professional or academic literature	Completed PRINCE 2 course Compile a list of relevant resources that outline change models and best practise	Book course by March 2020 Complete course by August 2020 Read literature ongoing review April 2020
Core Knowledge – Change To be able to undertake a structured gap/skills analysis in order to highlight areas that may require intervention or change	Undertake formal training Read relevant literature from credible sources such as CIPD	Formal training course Access to CIPD and other professional and academic literature	Complete formal training Compile a list of literature concerning gap analysis	Book course by March 2020 Complete course by August 2020 Read literature – ongoing and review April 2020